

## Outcomes of Planning Phase II

Time Period Covered: July 1, 2000 through June 30, 2001

<b>Goal Number: 1</b>	<b>Goal: Develop and maintain an administrative organizational structure that facilitates ongoing participation and involvement of key stakeholder groups in the LTCIP planning process.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>Continued the LTCIP Advisory Group and Planning Committee already established in Planning Phase I.</li> <li>Established and convened five new workgroups to complete scope of work; recruited chairs and members for participation; delineated goals and expected outcomes for each of the workgroups, and held regular meetings.</li> <li>Provided regular updates to the LTCIP website regarding meeting notices, materials, minutes for stakeholders and the community at-large.</li> <li>Established a Health Plan workgroup as a direct result of a consensus decision by both the Planning Committee and Advisory Group to further explore the feasibility of expanding Healthy San Diego to function as the service delivery model for LTCIP.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>Facilitates key stakeholder commitment and input to the planning process and continues a decision making body to determine which recommendations presented by the workgroups and Planning Committee shall be forwarded to the Health and Human Services Director.</li> <li>Creates organizational structure and process to accomplish the Project's goals, objectives and scope of work with maximum stakeholder involvement.</li> <li>Provides open public access to the LTCIP planning process.</li> <li>Facilitates more active involvement and participation of the Medi-Cal managed care health plans in the planning and development process.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>The Advisory Group and the Planning Committee met on a regular and frequent basis during the reporting period. The Planning Committee and Advisory Group evaluated and prioritized 4 potential service delivery options for the LTCIP. The recommendation to further explore the feasibility of expanding San Diego County's geographic Medi-Cal managed care program, Healthy San Diego to include the LTCIP was approved by consensus by both the Planning Committee and the Advisory Group.</li> <li>All 5 workgroups were established and met on a regular basis during the course of the grant period. As an outcome, workgroups formulated recommendations regarding information technology; fiscal and data issues; case management; quality assurance and consumer protections; governance and workforce issues. These recommendations were presented to the Planning Committee for review and input.</li> <li>The LTCIP website was enhanced to be more user friendly and increase information sharing. In addition, the website was maintained and updated on a regular basis during the grant period.</li> <li>Health Plan workgroup was convened to accomplish scope of work and further the planning and development process.</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	
<ol style="list-style-type: none"> <li>The Planning Committee currently has over 350 stakeholders which is representative of consumers, providers, advocates and key stakeholder groups. The 23 member Advisory Group is also representative of key stakeholders with expertise in the field of LTC. These committees are central to the successful design of a system that is consumer driven.</li> <li>The 5 workgroups are comprised of members who have expertise in the subject area. The workgroups made considerable progress toward achievement of their respective goals and</li> </ol>	

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deliverables. Final recommendations from these workgroups will be presented after the service delivery model for LTCIP has solidified, during Planning Year 3.

3. The LTCIP website is a mechanism to facilitate broad participation in the planning process and to facilitate information sharing between workgroups and the community at-large. Positive feedback on the website has been received by users to date and website hits are tracked and reported on a monthly basis.
4. The Health Plan workgroup was convened to further explore health plan interest in participating in the LTCIP and the feasibility of utilizing Healthy San Diego as the delivery model.

Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.

A concrete administrative and organizational structure is a necessary requirement to ensure a grass roots/bottoms up planning process and to ensure broad and active participation of key stakeholders in the planning process. It is also a vehicle that facilitates the achievement of planning and feasibility activities and allows for decision making by representatives of key stakeholder groups in compliance with AB 1040.

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<b>Goal Number: 2</b>	<b>Goal: Increase awareness and understanding of San Diego's LTCIP to ensure broad participation of consumers, providers and key stakeholders in the planning process.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>1. Developed and implemented a multi-pronged community outreach and education campaign.</li> <li>2. Developed press releases and published information about the LTCIP in stakeholders' newsletters, bulletins and trade journals and provided regular monthly LTCIP updates to the County's Health Services Advisory Board.</li> <li>3. Made several presentations and distributed information on the LTCIP to interested agencies, organizations, consumers and provider groups.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>1. Strategy to increase awareness of San Diego's LTCIP and to ensure appropriate consumer, provider and stakeholder involvement.</li> <li>2. Mechanism to educate the broader public of the need to integrate acute and long term care services in San Diego County.</li> <li>3. Strategy to increase understanding of the LTCIP and involve stakeholders in the process.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>1. Over 20 presentations on the LTCIP have been made to interested agencies, organizations, consumer and provider groups and information has been disseminated. This resulted in recruitment of new members in the planning and development process; an increased understanding of the vision of the LTCIP, and consensus building.</li> <li>2. Information on the LTCIP has been printed in several newsletters and professional journals (e.g. San Diego Physician, etc.)</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	
The above mentioned community-outreach and education activities have resulted in increased awareness of the LTCIP and continued stakeholder commitment and participation in the countywide initiative.	
Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.	
Ongoing stakeholder participation and input in the planning process is essential to the fulfillment of the goals and objectives of the project and consensus building. Buy-in and commitment must exist and all levels to ensure ongoing progress towards achievement of vision of the LTCIP. It has also become apparent that additional political support and both the local and state level will be necessary going forward.	

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<b>Goal Number: 3</b>	<b>Goal: Select governance structure to administer San Diego County's LTCIP.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>1. The Governance workgroup established in Phase I was carried over into Planning Phase II. Additional workgroup members were recruited who have knowledge of "subject area" to determine the best option for a governance structure to administer the LTCIP.</li> <li>2. Workgroup members were educated on basic governance concepts by a local expert on governance to facilitate the planning process.</li> <li>3. Workgroup members reviewed the applicability/feasibility of Healthy San Diego's Professional and Consumer Advisory Committee as a possible governance structure for the LTCIP. The Healthy San Diego Professional and Consumer Advisory Committee advises the County on matters of policy and operations and has provider and consumer representatives.</li> <li>4. Three key representatives of the LTCIP were nominated to participate in the Healthy San Diego Professional and Consumer Advisory Committee.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>1. Builds upon the educational and informational efforts completed to date.</li> <li>2. Provides workgroup with a basic understanding of governance and a conceptual framework to determine the best governance option for the LTCIP.</li> <li>3. Provides a forum to bring forward issues related to the aged, blind and disabled and serves as a foundation for incorporating the LTCIP into HSD in the future, if determined feasible.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>1. Workgroup was reconvened and additional members recruited. Workgroup met on a regular basis and made some additional progress toward achievement of goals and deliverables.</li> <li>2. Members were provided with basic background information on governance and tools in which to accomplish goals and deliverables.</li> <li>3. The local oversight functions of Healthy San Diego and the roles and responsibilities of the Professional and Consumer Advisory Committee were reviewed by the workgroup.</li> <li>4. LTCIP representation on the Professional and Consumer Advisory Committee was secured.</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	
<ol style="list-style-type: none"> <li>1. Ensures provider, consumer and stakeholder participation and input to the planning and decision making process.</li> <li>2. Allows for informed decision making.</li> <li>3. Allows the LTCIP to explore the feasibility of utilizing Healthy San Diego's existing local oversight functions and joint Professional and Consumer Advisory Committee.</li> </ol>	
Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.	
<p>The recommendation of a governance structure for the LTCIP involves a series of important decisions regarding program policy, stakeholder representation, financial risk, and program management. A governance structure for the LTCIP is a necessary requirement of AB 1040 and of the state to apply for a development grant.</p>	

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<b>Goal Number: 4</b>	<b>Goal: Develop a case management model that supports integration across the continuum of care and includes a single point of entry to ensure easy access to care and services.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>1. Established a Case Management Workgroup and appointed core members.</li> <li>2. Researched and prepared a summary report of existing long term care integration model programs which included a description of their case management program.</li> <li>3. Prepared preliminary recommendations on a broad set of key requirements of a case management system to support LTCI, which was presented to the Planning Committee in March 2001.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>1. Establishes a process to accomplish goal with maximum consumer, provider and expert stakeholder involvement in the planning process.</li> <li>2. Provides information to assist with the identification of the best case management and single point of entry model.</li> <li>3. Process to obtain input and consensus on the best case management and single point of entry model for acute and LTC integration.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>1. The Case Management Workgroup was established in August 2000. A chair and co-chair were selected and members were recruited and invited to participate. The workgroup met on a regular basis during the grant period.</li> <li>2. A matrix was developed which contains detailed information on long term care integration/case management models.</li> <li>3. A set of broad requirements of a case management system/model to support long term care integration has been developed by members of the workgroup and presented to the Planning Committee for consideration and input. Final recommendations from the workgroup will be presented to the Planning Committee and Advisory Group once a delivery model for the LTCIP is finalized- in Planning Phase 3.</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	
<ol style="list-style-type: none"> <li>1. The Case Management Workgroup had active participation by provider and consumer representatives, which facilitated achievement of scope of work and deliverables.</li> <li>2. Matrix was extremely helpful to workgroup and provided information to make recommendations on some key elements and requirements of a case management system.</li> <li>3. Case management is a critical element of the LTCIP which facilitates the management of clients across the entire continuum of care and helps to ensure clients are in the most appropriate and least restrictive setting as possible.</li> </ol>	
Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.	
Case management is an important element of the LTCIP which will promote continuity across primary, acute and long term care services, and help consumers remain living in the community.	

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<b>Goal Number: 5</b>	<b>Goal: Determine the financial feasibility of the proposed LTCIP for San Diego County.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>1. Established a Finance/Data Workgroup and appointed core members with expertise in the subject matter.</li> <li>2. Obtained county specific data from the Center for Long Term Integration. Reviewed and analyzed available data and requested additional data from the state in order to conduct necessary data analysis to estimate per capita expenditures for the target population.</li> <li>3. Met several times with Richard Kronick, PhD and Todd Gilmer PhD from UCSD to brainstorm possible risk-adjustment payment methodologies appropriate for the target population.</li> <li>4. Researched potential foundation funding and grant opportunities in order to conduct a comprehensive financial feasibility analysis and to develop a risk adjusted payment methodology.</li> <li>5. Developed a series of reports using Medi-Cal MOP data to assist the workgroup in building a framework for financial feasibility analyses.</li> <li>6. Developed a listing of all services (Medi-Cal acute, long term care, home and community based waiver services and value added services) that would be included in the LTCIP and potentially the financial responsibility of the participating health plans.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>1. Establishes a process to accomplish goal with maximum consumer, provider and expert stakeholder involvement in the planning process.</li> <li>2. Provides the necessary data analysis to estimate per capita expenditures for the target population and to verify the appropriateness of the rate setting methodologies.</li> <li>3. Dr. Kronick and Dr. Gilmer are leading experts in the area of risk adjustments and payment methodologies for both Medicaid and Medicare. Dr. Kronick is a pioneer in the field and developed the diagnosis based payment system, which is currently being utilized 10 states in their Medicaid managed care programs.</li> <li>4. Additional funding is required to complete the financial feasibility analysis of the LTCIP.</li> <li>5. Provides an appropriate framework for exploring feasibility assumptions for potential models and options and for identifying estimated revenues, expenses and impacts for inclusions/exclusions of populations/ sub-populations and programs and services for the LTCIP.</li> <li>6. Covered services is a key component of the LTCIP model and financial modeling as well as the development of appropriate capitation and reimbursement methodologies.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>1. The Finance Data Workgroup was established; a chair was selected and members were recruited. The workgroup met on a regular basis and made considerable progress towards achievement of goals, objectives and deliverables.</li> <li>2. Obtained county specific data. Reviewed available data and prepared a request for additional data and submitted to the state.</li> <li>3. Developed a series of reports using Medi-Cal MOP data to assist the workgroup in building a framework for financial feasibility analyses.</li> <li>4. Developed a listing of all services (Medi-Cal acute, long term care, home and community based waiver services and value added services) that would be included in the LTCIP and potentially the financial responsibility of the participating health plans.</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	

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1. The Finance Data Workgroup has active participation by provider and consumer representatives, which allows for accomplishment of scope of work.
2. Provides information regarding current expenditures and target population to complete financial feasibility analysis.
3. The development of an appropriate reimbursement methodology will allow the LTCIP to maximize flexibility of benefits and minimize opportunities for cost shifting between payor sources (Medi-Cal and Medicare)

Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.

A financial feasibility analysis for the LTCIP must be completed to determine the fiscal impact of the proposed model and the administrative costs for development, implementation and on-going administration of LTCIP. The ultimate goal will be to develop a reimbursement and payment methodology that maximizes managed competition, assures equitable provider compensation in order to assure consumer choice and quality of care.

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<b>Goal Number: 6</b>	<b>Goal: Determine consumer protection and quality assurance standards and requirements for the LTCIP.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>1. Established a Quality Assurance Workgroup and recruited members.</li> <li>2. Collected and reviewed all applicable quality assurance standards for providers across the continuum of care.</li> <li>3. Developed a matrix of all applicable quality assurance standards for inclusion in the LTCIP.</li> <li>4. Formulated recommendations regarding quality assurance and consumer protections for the LTCIP. A set of final recommendations will be completed and presented to the Planning Committee and Advisory Group once a delivery model for the LTCIP is finalized and agreed upon.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>1. Establishes a process to accomplish goal with maximum consumer, provider and expert stakeholder involvement in the planning process.</li> <li>2. Provides valuable information to ensure recommended standards and requirements are appropriate for the LTCIP and do not add any unnecessary administrative costs and burden to providers.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>1. The Quality Assurance Workgroup was established in August 2000. A chair was selected and members were recruited and invited to participate. The workgroup met on a regular basis during the grant period.</li> <li>2. An inventory of all applicable quality assurance standards was completed by the workgroup.</li> <li>3. Developed a matrix of all applicable quality assurance standards for inclusion in the LTCIP.</li> <li>4. Formulated recommendations regarding quality assurance and consumer protections for the LTCIP.</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	
<ol style="list-style-type: none"> <li>1. The Quality Assurance Workgroup had active participation by provider and consumer representatives, which facilitated accomplishment of scope of work.</li> <li>2. Matrix was extremely helpful to workgroup and provided information on the current quality assurance regulatory and reporting requirements, areas where there is overlap and duplication, etc. This information enabled the workgroup to make recommendations on quality assurance standards that assure consumer access to quality care services, but to not add any unnecessary regulatory burden to providers.</li> </ol>	
Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.	
<p>The Quality Assurance workgroup learned about the myriad of quality assurance standards and reporting requirements for providers across the entire continuum of the LTCIP and in the process has committed to recommending a set of standards that protect the consumer, assure quality of care and to the extent possible do not add any unnecessary burden or administrative costs to providers. The LTCIP must have a quality assurance system in place to ensure quality of care and access to services.</p>	



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<b>Goal Number: 7</b>	<b>Goal: Identify the information and technology requirements needed to support a long term care integrated delivery system.</b>
Describe the key activities achieved during the reporting period. Be specific about what has been achieved.	
<ol style="list-style-type: none"> <li>1. Established Information and Technology Workgroup and appointed core members.</li> <li>2. Gained an understanding of the information and data sharing requirements of the proposed LTCIP (e.g. enrollment and eligibility data, etc).</li> <li>3. Developed a broad set of high-level information technology requirements to support the LTCIP. A final set of recommendations will be completed and presented to the Planning Committee and Advisory Group once a delivery model for the LTCIP is finalized.</li> </ol>	
Explain how each activity meets and supports the goal/objective. Explain how each activity leads to achieving that goal/objective. Be specific.	
<ol style="list-style-type: none"> <li>1. Establishes a process to accomplish goal with maximum consumer, provider and expert stakeholder involvement in the planning process.</li> <li>2. Required information that allows for informed decision making on functional requirements of a management information system.</li> </ol>	
Describe the measurable outcomes completed during the reporting period. Be specific.	
<ol style="list-style-type: none"> <li>1. The Information Technology Workgroup was established in August 2000. A chair was selected and members were recruited and invited to participate. The workgroup met on a regular basis during the grant period.</li> <li>2. The workgroup documented at a very high level, the information and data sharing needs/functions and requirements of the proposed LTCIP. These requirements will be finalized once a delivery model for the LTCIP is determined.</li> </ol>	
Evaluate each key activity and measurable outcome. Explain how these activities and outcomes are leading to achieving the proposed goals/objectives of the planning grant.	
<ol style="list-style-type: none"> <li>1. Ensures provider, consumer and stakeholder participation and input to the planning process.</li> <li>2. The workgroup developed a set of requirements based upon the information available to date. Once additional information regarding the proposed delivery system for the LTCIP is finalized, the workgroup should be able to accomplish its goals and deliverables.</li> </ol>	
Explain what you have learned from the activity and how this will lead you to the full continuum of LTCI.	
The LTCIP has gained a better understanding of what the information and data sharing requirements are for the Project and the role information technology plays in integrating services across the continuum.	